Executing VCSA Guidance on Service Contracts

12 July 2006

The Operational Environment

Objective

➢ **Training objective: Understand the contracting officer's working environment and available tools that facilitate mission success**

Contracting Officer

➢ **Many stakeholders in the contract management process**
- **Requiring activity**
- **Resource managers**
- **Legal**
- **Contractor**
- **Chain of command**

➢ **The KO has many roles to play in relation to the stakeholders**
- **Facilitator**
- **Networker and coalition builder**
- **Business advisor**
- **Persuader**
- **Innovator**

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The Requiring Activity

- **Responsible for the requirement**
  - **May not accept that responsibility or understand what it means**
- **KO must lead the customer to the information needed to make an informed decision about service contracts**
  - **Contracting expertise and experience**
  - **Data analysis**
    - **Contracting databases, spend analysis**
  - **Customer must understand the benefits to him associated with actions we want him to take**
    - **High contract quality**
    - **Cost avoidance or cost savings**
    - **Timely contract award**

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➢ **Discuss with customer**

- **Expectations from chain of command**
- **View of the future**
- **Courses of action**
- **Flow of work**

➢ **Talk with co-workers**

- **Impacts of your actions, actions that others are taking and their impact on the customer**

Contractor Community

- ➤ **Contractor is often in the best position to understand where efficiencies exist**

- ➤ **Contractor has a vested interest in continuity of work and excellent performance**

- ➤ **Tap into the contractor's expertise to assist in the decision-making process**
  - **Provide customers' goals and objectives surrounding the termination**
  - **Cost as an independent variable**

Contractor Community (Cont)

- **Define the range of options**
  - ✘ **What makes sense to curtail or reduce**
  - ✘ **Possible strategies**
  - ✘ **Impacts**
    - – **Task execution/workflow**
    - – **Workforce**
    - – **Funding**
    - – **Facilities/equipment**
    - – **Supplies/equipment issues that impact third parties**

- ➢ **Evaluate contractor's input and consider it carefully**
  - **Coordinate with customer**
  - **Ensure input is consistent with customer's**

Contracting Chain of Command

- ➢ **The current situation is stressful**
- ➢ **The chain of command is there to run interference when you are at an impasse or reach a barrier**
  - **Recognize when you need to raise an issue to your chain of command**
    - ✗ **Capture the issue concisely**
    - ✗ **Develop the business case to support what you are asking your chain of command to do**
    - ✗ **Ensure you have all appropriate participants on your team**
  - **Understand levels of authority**
    - ✗ **Work issues at the appropriate level**
  - **Ensure customer and contracting chains of command understand all decisions made, the basis for decisions, risk assumed, and possible impacts**
  - **Pass lessons learned up both customer and contracting chains**

PARC

➢ **PARC acts as advocate for the contracting organization and raises issues to higher level organizations for resolution**
- **Resources**
- **Command focus**

➢ **PARC can provide implementing guidance on service contract issues**

➢ **PARC is conduit to other contracting organizations**
- **PARCs, DASA (P&P)**
  - ✘ **Ideas**
  - ✘ **Resources**

➢ **PARC can evaluate and eliminate barriers**

➢ **PARC can distribute lessons learned across the organization**

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One Army Contracting Community

➢ **It often makes sense to see what the extended contracting community has to offer**
  - **Existing contract vehicles**
  - **Specific expertise**
  - **Overflow or reachback capacity**
  - **Lessons learned**
  - **A new perspective**

➢ **Consider the enterprise solution when working requirements and strategies**

One Army Contracting Community (Cont)

➢ **How can you tap into the community?**
- **Network with people you meet in training, at conferences**
- **Contractor organizations**
  - **Contract Services Association (CSA)**
  - **Professional Services Council (PSC)**
- **Ask your chain of command for contacts**
- **Websites**
  - **"Ask the Professor," "Where in Federal Contracting"**
- **Contractor organizations**
- **NCMA**
- **Chambers of Commerce**